

MASTER OF SCIENCE IN DEFENSE ANALYSIS

NAVAL SPECIAL WARFARE 21: ORGANIZATIONAL CHANGE IN THE 21ST CENTURY

Louis M. McCray-Lieutenant, United States Navy

B.A., University of San Diego, 1996

Master of Science in Defense Analysis-March 2002

and

Steven K. Renly-Lieutenant Commander, United States Navy

B.A., National University, 1987

Master of Science in Defense Analysis-December 2001

Advisor: Anna Simons, Department of Defense Analysis

Second Reader: Gordon H. McCormick, Department of Defense Analysis

Can we ever *truly* understand what motivates us to act in particular ways? Can we draw inferences from our understanding of the actions of one to explain the behaviors of many? Can we ever hope to develop broad theories that make human behavior comprehensible? This research paper is inclined to say no. However, this “no” is only a tentative answer. Throughout this research paper these questions of human behavior are discussed, observed, and analyzed in the context of organizational theory, a discipline that is essentially a study of how humans act when they group themselves into bureaucratic organizations. In this research paper, the Naval Special Warfare and its NSW-21 transformation effort is used as an example of how an organization can change, *even when* that change seems to go against the grain of popular wisdom.

This research paper approaches from the perspective of a curious workman who has just opened the back of a clock to see what makes the timepiece tick. As what makes the Naval Special Warfare tick is analyzed, the story is told of the NSW-21 transformation. In this work, three objectives are sought: 1) to provide a broad understanding of NSW-21 and its implications, 2) to explain why NSW-21 was a smart move for the Naval Special Warfare community, and 3) to use Naval Special Warfare’s recent transformation endeavors as a means to understand how and why groups must organize, reorganize, and transform themselves in order to meet the challenges of the 21st century. Essentially, this research paper can be boiled down to one simple question: “Why does the NSW-21 transformation make sense for Naval Special Warfare?”

KEYWORDS: Organizational Studies, Behavioral Research, Organizational Transformation in the Information Age

DEFENSE ANALYSIS

MEDICAL PLANNING FOR MILITARY OPERATIONS OTHER THAN WAR: IS A PARADIGM SHIFT REQUIRED?

**Tony J. Stockton-Lieutenant, United States Navy
B.S., Southern Illinois University, 1994**

Master of Science in Defense Analysis-March 2002

Master of Science in Management-March 2002

and

Joseph S. John, Jr., United States Navy

M.S., Webster University, 1991

Master of Science in Defense Analysis-March 2002

Master of Science in Management-March 2002

Advisor: Anna Simons, Department of Defense Analysis

Second Reader: CAPT Patricia Denzer, USN, Defense Health Management Institute

Military operations other than war (MOOTW) are increasing in frequency and, as one might surmise, present unique challenges to the operational commander and the medical planner. Over time and by necessity the U.S. military has developed a logistical support system with unprecedented capability. This logistical system includes a medical system that is increasingly called upon to provide care to people outside the normal scope. Increased participation means Navy assets will be tasked to provide care to U.S. troops, U.N. troops, multinational troops, NGO personnel, and the civilians that precipitated the need for intervention in the first place. The current planning paradigm is, rightfully, focused on combat support. This thesis will investigate the necessity of breaking away from that paradigm when planning MOOTW.

There is no standardized guidance, methodology, templates, matrices or even a set of guiding principles for the medical planner to use when tasked with planning a medically complex contingency operation. This thesis will compare the Navy planning method with Army methods and, combined with primary source interviews, and the knowledge acquired in this graduate program, provide the reader with planning guidance unique to the medical aspects of MOOTW.

KEYWORDS: Military Operations Other Than War, MOOTW, Medical, Logistics, Peacekeeping, Humanitarian Intervention, Humanitarian Assistance